Nova Scotia Department of Natural Resources

Annual Accountability Report For The Fiscal Year 2001-02

Report DNR 2002-2
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1. Accountability Statement

The accountability report of the Department of Natural Resources, for the year ended March 31, 2002, is prepared pursuant to the *Provincial Finance Act* and government policy and guidelines. These authorities require the reporting of outcomes against (Natural Resources') business plan information for the fiscal year 2001-02. The reporting of department outcomes necessarily includes estimates, judgments and opinions by department management and staff.

We acknowledge that this accountability report is the responsibility of department management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department's business plan for the year.

Minister

Deputy Minister

2. Message From The Minister

The department's Annual Accountability Report covers the year ended March 31, 2002, and was prepared under my direction on behalf of the department. In keeping with the Government's goal of responsible and accountable governance, we are providing a report, along with every other department, to show our performance during the past fiscal year. This is the department's second accountability report mandated under the *Provincial Finance Act*. This report provides Nova Scotians with the opportunity to compare our 2001-02 accomplishments to the plans included in our 2001-02 Business Plan.

Although the fiscal restraint initiatives required across government presented special challenges for the department, there were several significant accomplishments during the year. I have highlighted a few of these accomplishments below such as:

- the development and release of a new Energy Strategy for the province;
- the continued implementation of the Forest Strategy and, in particular, the implementation of the Wildlife Habitat and Watercourses Protection Regulations;
- the work done as part of the integrated resource management planning process for Crown lands; and
- the excellent work done by the department's firefighting crews during the extremely difficult conditions of the 2001 fire season.

Since being appointed Minister of Natural Resources in June 2002, I have quickly become aware of the diverse responsibilities of this department. The achievements made over the last year shows the commitment of this department for sustainable management of our natural resources and administration of our Crown land. As Minister, I look forward to addressing the challenges ahead and look forward to future accomplishments.

3. Introduction

This document reports on the priorities identified in the department's 2001-02 business plan which can be accessed at http://www.gov.ns.ca/natr/businessplan/default.htm. However the measures being reported on for the outcome measures section are, where possible, from the department's 2002-03 business plan, which can be found at the same location provided above.

There are two purposes to this document. First, the document allows the department to meet our legislated responsibility for outcomes reporting required under the *Provincial Finance Act*. Second, and most importantly, the document allows the department to show its commitment to public reporting of accomplishments and results achieved. Section 4, Department Progress and Accomplishments, lists each priority from the 2001-02 business plan and the major (although not all) accomplishments achieved during 2001-02 for that priority.

The principal responsibility of the department is the management of natural resources (forests, wildlife, minerals, parks) and Crown lands in the province. There are several facts readers should be aware of when reviewing this document.

First, Nova Scotia has the second lowest proportion of Crown lands of all provinces and territories. There are strong public expectations and numerous competing demands for the use and purpose of this limited public land and resource base.

Second, the unpredictability of nature is a continuous influence on departmental operations. Weather patterns and climatic conditions vary greatly from year to year, which affects department work plan priorities, resources and budgets. Forest fires, insect infestations, wildlife and forest health, and park attendance are all affected by the weather.

Third, due to the location of the majority of our natural resources, the department has a strong rural focus. The economic significance of our foundation industries has a large impact on the rural economy. There is an ongoing need to heighten public awareness and understanding, particularly among urban populations, regarding the economic importance of our natural resources to rural populations and the province of Nova Scotia, and how the sustainable management of our resources is carried out.

Finally, the department has seen significant reductions in budget and staffing levels since the mid-1990s. Effective and responsible delivery of the department mandate is an ongoing challenge with shrinking staff and resources. There is a continuing need to maintain key/essential aging infrastructure required for the department's operations.

There were no major restructuring changes that took place during the year, however several smaller re-organizations and restructuring took place. An internal re-organization of enforcement staff was ongoing throughout the year to improve delivery of the department's enforcement program. Also, the Resources Corporate Services Unit (RCSU) added resources and took over responsibility for providing services to several new client departments, agencies, boards, and commissions during the year.

4. Department Progress and Accomplishments

The department has identified five broad goals that were included in the 2001-02 Business Plan. These are to:

- achieve sound natural resources stewardship;
- conserve the diversity of Nova Scotia's natural environment;
- support Nova Scotia's economy through the sustainable development of natural resources;
- improve the quality of life in Nova Scotia; and
- manage the department's financial, physical, human, and information resources effectively and efficiently.

The following priorities have been identified for the Department of Natural Resources. Priorities are grouped according to the goal they most directly support.

Goal 1 - Achieve Sound Natural Resources Stewardship

Priority - Using the integrated resource management planning process, complete the strategic land use plans and initiate development of long range management plans for blocks of Crown land.

Accomplishment - The integrated resource management (IRM) process provides a framework for the management of Crown land within the mandates and responsibilities of the Department of Natural Resources. This framework supports Crown land management that recognizes and conserves special features and uses; maintains long term sustainable resource values; and minimizes potential conflicts. The department completed the strategic land use plans, which were approved by the Minister in February 2002. These plans included a database of attributes of Crown land; a broad land classification system that separated Crown land into three groups; and they established regional goals and objectives for the department's management of Crown land. The department also initiated the development of a process to be used to prepare long range management frameworks for blocks of Crown land. In addition, numerous presentations were made to, and discussions held with, community groups to provide information on IRM and Crown land planning.

Priority - Establish an interdepartmental advisory committee and local advisory committees to provide input for developing long range management plans for Crown land.

Accomplishments - The department established an interdepartmental advisory committee for the IRM process. Departments with an interest in the use of Crown land and those with mandates and responsibilities that could result in changes to Crown land use were included as members of the committee. The committee has an important role in providing departmental input to the development of a long range management framework being developed for Crown land. The committee has held initial meetings, however the majority of its work will begin in the fall of 2002 with the development of the long range management framework process and the implementation of the pilot project for this process.

The establishment of regional advisory committees for the long range management framework was reviewed. Draft terms of reference for the committees are to be developed in the spring of 2002, reviewed by the department's land use committee and the

interdepartmental committee, and then applied to the advisory committee that will be established for the pilot project.

Priority - Work with the Canadian Food Inspection Agency (CFIA) to establish a Memorandum of Understanding on respective responsibilities and responses in protecting Nova Scotia's forest environment from the risk of pest introductions.

Accomplishments - DNR has cooperated with the CFIA to produce a General Service Agreement to cover Brown Spruce Longhorn Beetle (BSLB) related work carried out by the department. The agreement specifies the role and tasks that DNR will conduct for the CFIA for the next year. The agreement is expected to be signed in 2002-03. When this is in place, formal work will again proceed with negotiations on a long term Memorandum of Understanding (MOU), which was drafted in December 2001.

Priority - Work with Natural Resources Canada, other federal and provincial departments, and other coastal provinces towards the development of a regulatory regime for the recovery of sea floor mineral resources in the Nova Scotia offshore.

Accomplishments - Since 1998, Nova Scotia has participated with the federal government and other coastal provinces and territories to develop a regulatory regime for development of offshore mineral resources. The objective of the process is to find a way to allow development of offshore mineral resources (principally aggregate and placer gold) within a regulatory regime that safeguards the environment and the needs of other marine stakeholders, while setting aside issues of jurisdiction. Since 2000, there has been little progress on this file. Nova Scotia has consistently expressed an interest in seeing this move forward, but without encouragement from other jurisdictions, the initiative has lost momentum. In March 2002, we were informed by Natural Resources Canada officials that this project has been put on hold for the time being because of a lack of interest on the part of other jurisdictions. Nova Scotia will continue to monitor the situation and look for ways to develop a regulatory regime for offshore mineral development that protects all provincial interests.

Priority - Implement the recently completed Nova Scotia Climate Change Strategy and continue the development of a provincial energy strategy to guide decisions and actions that will affect the future production and use of energy in the province.

Accomplishments - During most of 2001, a strategy team of senior officials from DNR and the Petroleum Directorate worked to develop a new energy strategy for the province. A discussion paper was released in April 2001 and a comprehensive website where interested stakeholders could access all information related to strategy development was created. Public meetings were held in May-June, and an international energy forum was hosted by the Premier in mid-June. Face-to-face consultations were held with more than 100 stakeholders, by invitation and request, between April and September. The energy strategy was completed in late 2001 and released on December 17.

It was decided that, because the climate change issue is dominantly an energy issue, the climate change strategy would be included as part of the energy strategy. Actions related to climate change were incorporated into the body of the energy strategy and the climate

change action plan was included as an Appendix. Implementation of the climate change strategy has begun and includes cooperation with the federal government and Nova Scotia stakeholders to form an information hub for climate change in Nova Scotia, and discussions towards more efficient use of energy by government.

Priority - Continue to participate with the federal government and other provinces in implementing the National Climate Change Action Plan, which will guide Canada's response to this important national and international issue.

Accomplishments - Nova Scotia was an active participant throughout the year in the national climate change process, which was established to determine the costs of Canada's ratification of the Kyoto Protocol. The Province contributed to updating of the Year 1 Action Plan, in which new measures were added from all provinces, territories and the federal government. The Nova Scotia climate change strategy was incorporated in the national plan and all actions under this strategy are now included in the national plan. The Province began to implement some of the measures in the national action plan, notably the public education hub for climate change that we continued to support on an ongoing basis, active participation in the R-2000 program and the Enerhouse conference, and a "government house in order" program to provide for more efficient use of energy by government.

Priority - Work with municipalities, community groups, and rural development authorities to ensure that relevant geoscientific information is available and that mineral resource information is incorporated in land and resource use decision making.

Accomplishments - In order to introduce local groups to geoscience information available for their areas and to provide advice that could improve local land and resource use decisions, department staff attended 100% of the 2001-02 mid-year program review meetings held by Regional Development Authorities (RDAs). More comprehensive presentations were subsequently made to 4 (of 13) of the RDAs.

As a result of several years of interaction, the department is entering into a Memorandum of Understanding with the Strait-Highlands RDA and the Rural Development Branch of the Department of Economic Development to provide geoscience information and advice with respect to proposals for mineral development in the Strait-Highlands area, which would lead to increased economic activity. Department staff have also been asked to participate in a land use planning conference/workshop being sponsored by the Strait-Highlands, Guysborough, Antigonish and Cape Breton County RDAs.

Priority - Provide an arms-length mechanism to ensure the proper utilization of money collected for the Wildlife Habitat Conservation Fund, by establishing a Board of Directors and a process for project application and approval.

Accomplishments - A Board of Directors was established to recommend to the Minister which projects should be accepted for funding. Three members were appointed by the NS Federation of Anglers and Hunters, one by the Federation of Nova Scotia Naturalists and one academic by the Atlantic Cooperative Wildlife Ecology Research Network. Nine projects were recommended by the Board of Directors and approved by the Minister in July 2001.

A further nine projects were recommended by the Board and approved by the Minister in March 2002.

Priority - Implement new wildlife habitat protection regulations under the *Forests Act*. These regulations include measures to protect riparian zones and require that cavity trees and coarse woody debris be left on harvested lands.

Accomplishments - The Wildlife Habitat and Watercourses Protection Regulations were approved by Cabinet and came into effect January 14, 2002. They require buffer zones on most streams, lakes and marshes during forest harvesting on all forest land. They also require forestry operators to leave legacy trees and coarse woody debris on the harvest site. Promotional materials, demonstration sites and field tours were conducted to advise landowners, industry members and the general public of the new legal requirements. Bowater asked the department to review their harvesting practices in the Kaiser Meadow area of Lunenburg County. Field staff carried out an assessment of Bowater's harvesting practices and determined that they were in compliance with the Regulations.

Priority - Release the updated Forest/Wildlife Guidelines document to provide forest managers with standards and guidelines for additional voluntary protection and enhancement of forest wildlife habitat. The revised document will reflect what has been learned, as well as relevant forest management principles that have been developed since they were first released in 1989. Once completed, the document will become a component of the Code of Forest Practice.

Accomplishments - The revised draft of the Forest/Wildlife Guidelines and Standards is awaiting completion of the Forest Practices Code to determine its final form and content. Elements of the Guidelines and Standards may be incorporated into the Code.

Priority - Continue to provide resource protection through an efficient and cost effective enforcement program that enforces the existing provincial statutes and contributes to sustainable resource utilization.

Accomplishments - The restructuring of the enforcement program was almost finalized by the end of the year with the creation of three Regional Enforcement Coordinator positions and 33 full time Conservation Officer positions. This reorganization allows for a more effective and efficient utilization of staff in a very specialized field. Conversion to 100% enforcement responsibilities for specific individuals allows a more effective participation in inter-jurisdictional initiatives. It also improves the work environment of enforcement staff in terms of occupational health and safety by eliminating the need to switch back and forth between enforcement duties and other duties not related to enforcement.

Priority - Continue to provide resource protection from fires, insects, and diseases, in partnership with the private sector, other government departments, and volunteer organizations.

Accomplishments - The fire management program is coordinated through the fire management group at the Fire Control Centre in Shubenacadie. Actual suppression was

carried out by department staff throughout the province, with assistance from over 300 volunteer fire departments. During the 2001 fire season, there were 486 fires with 529 hectares burned. The ten year average is 343 fires and 662 hectares burned. The 2001 actual fire numbers were reasonable considering the extreme fire hazard conditions. The open fire ban and woods closure during the summer of 2001 were the longest bans in at least a decade. The official fire season was extended to the end of October last year for the first time ever.

During the 2001 field season, staff assisted the Canadian Food Inspection Agency and the Brown Spruce Longhorn Beetle (BSLB) Task Force with field surveys for the BSLB. The department surveyed approximately 70 km^2 of new area, as well as special surveys around designated seaports and sawmills. The department also conducted its annual survey of forest pests across the province with the assistance of the forest industry, with no significant changes in populations noted.

Priority - Provide cost-effective air service, which will contribute to enhanced resource protection, public safety and allow for the improved delivery of department programs.

Accomplishments - The department provided both fleet management and aviation services necessary to support important government and departmental programs. The department maintained a fleet of approximately 700 pieces of equipment and vehicles to a high standard, and replaced a small number. Aviation services were provided for the department, as well as other government departments and agencies. Our five helicopters recorded 1,700 flight hours for a number of government departments and the RCMP during 2001-02. A total of 502 hours were flown in support of fire control. Numerous flights, totaling 1,400 flight hours, were provided for other DNR programs.

Goal 2 - Conserve the Diversity of Nova Scotia's Natural Environment

Priority - Undertake a review of the *Beaches Act*.

Accomplishments - A review of court decisions in which the Act was considered and of legislation in other jurisdictions was completed by the department's solicitor, including the application of the Act to both public and private land.

Priority - Undertake a review of the *Conservation Easement Act* and propose amendments to facilitate private land stewardship through conservation easements.

Accomplishments - A new *Conservation Easements Act* was developed and became law in November 2001; it has removed government from the process whereby landowners and conservation organizations enter into agreements to protect private lands, while establishing the requirements for organizations to become eligible to accept conservation easements.

Priority - Designate at least one natural environment provincial park under the *Provincial Parks Act* from among existing park reserves or undesignated operational properties.

Accomplishments - In August 2001 a 276 hectare property at West Mabou Beach, Inverness County was designated a Natural Environment Park under the *Provincial Parks Act*.

Priority - Continue with programs, policies and legislation for the implementation of the *National Accord for the Protection of Species at Risk* and the Nova Scotia *Endangered Species Act*. This will be done in part by listing species, initiating recovery plans and engaging in recovery actions.

Accomplishments - Nova Scotia continued to move forward on its commitments under the *National Accord for the Protection of Species at Risk* with the implementation of the Nova Scotia *Endangered Species Act*. Six species were listed in 2001-02 bringing the total to 16. The Species at Risk Working Group began review of four new species which will be formally evaluated in 2002. During 2001-02, the department worked on new or renewed Recovery Strategies / Action Plans for Atlantic whitefish, Fundy Atlantic salmon, roseate tern, Blanding's turtle, water pennywort, Atlantic coastal plain flora, marten, lynx and peregrine falcon.

Priority - Release the first provincial and national report on the General Status of Wildlife. These reports present important new information on hundreds of species of wild plants and animals, which will improve conservation and resource use planning.

Accomplishments - Nova Scotia completed all its commitments provincially and nationally under the General Status of Wildlife program. Information was provided to the public on the websites: http://www.gov.ns.ca/natr/wildlife/genstatus/ or http://www.wildspecies.ca/en/home. The sites detail the general status of hundreds of species of animals and plants in Nova Scotia and across Canada. The results of this work have been integrated into IRM Crown land planning, environmental assessments and other programs. During the year, assessment work started on about 1,650 species of plants. This work will be completed in 2002-03. We have been active on the General Status of Wildlife National Working Group and have started to work on the next five year report. We co-chaired the National Working Group and drafted the procedures and operations manual for the program.

Priority - Support the Department of Environment and Labour's (DOEL) Protected Areas Program through the provision of services in accordance with the Memorandum of Understanding between DNR and DOEL.

Accomplishments - Support for the MOU was accomplished through the provisions of services such as surveying wilderness area boundary lines, processing applications for vehicle use and campsite leases, monitoring pre-existing licenses for campsite leases, erecting signage at all entry points into wilderness areas, inventorying flora and fauna, conducting patrols and enforcement activities, and providing information and education during these patrols. A specific example is the work carried out with Department of Environment and Labour staff on the Pollets Cove Aspy Fault Steering Committee.

Priority - Renew our engagement in national and provincial initiatives supporting the Canadian Biodiversity Strategy in preparation for the 10th anniversary of the signing of the Convention on Biodiversity.

Accomplishments - Presentations were made to provincial government staff to update them on the Canadian Biodiversity Strategy and the work of the Federal/Provincial/Territorial

Biodiversity Working Group. We participated in the March 2001 meeting of the Working Group and teleconference calls. We are one of the leaders of the Biodiversity Science Agenda and Information Group and have committed to hosting an Atlantic Canada workshop in 2002-03. We also have been cooperating in the preparation of work plans for the implementation of the Biodiversity Strategy, which will result in us making the presentation for the Working Group at the fall 2002 meeting of Federal/Provincial/Territorial Ministers for Wildlife, Forests and Fisheries.

Priority - Continue to participate in the Eastern Habitat Joint Venture, the Black Duck Joint Venture and the Sea Duck Joint Venture as part of Nova Scotia's commitment to wetland and waterfowl conservation under the North American Waterfowl Management Plan.

Accomplishments - To assist in the conservation of wetlands, the department is a key partner in the Eastern Habitat Joint Venture (EHJV), which delivers the North American Waterfowl Management Plan in Nova Scotia. This is a diverse partnership that includes other provincial departments, federal agencies, national and provincial non-government organizations, industry, United States federal and state governments, and private landowners. In 2001-02, the EHJV delivered projects and activities valued in excess of $1,500,000 for the conservation of wetlands and dependent wildlife. Staff provided input into the management of waterfowl and wetland resources by actively participating in a number of provincial, regional, national and international fora.

Priority - Maintain a geo-referenced database of important wildlife species and habitats, which will help ensure that development activities do not negatively affect critical wildlife areas and can be used to support the department's IRM work.

Accomplishments - The Significant Species and Habitats Database was kept up-to-date with new site records from government and private sources added as received and old data updated as time permitted. The mapping was accessible to the public through the department's web site and the database contains approximately 10,000 records.

Goal 3 - Support Nova Scotia's Economy through the Sustainable Use of Natural Resources

Priority - Implement multi-disciplinary geoscience programs and undertake targeted promotion of the province's mineral resources to increase the level of exploration. Work cooperatively with industry, other departments and community development groups to encourage appropriate development opportunities.

Accomplishments - The department operated 13 field projects to acquire and interpret new data for the provincial geoscience knowledge base. Interim and final results of these projects were made available in departmental (3 maps, 6 reports) and external (5 papers) publications, a quarterly newsletter produced by the department, and a large number of informal poster and oral presentations at conferences, workshops and meetings. The province's mineral resources were promoted in a technical display at the annual meeting of the Prospectors and Developers Association of Canada in Toronto, and at the Blendin Conference on Industrial Minerals, also in Toronto.

Geoscience activities in 2001-02 identified previously unrecognized clay deposits and new deposits of limestone and dolomite on Cape Breton Island, and new sources of aggregate in the Halifax-Dartmouth area. Industry activity resulted from public release of information on these resources. The department's promotion at the Prospectors and Developers Association meeting led to an Ontario-based company initiating an exploration program in the Mount Thom area. A New Jersey-based company is investigating potential sources of aggregate in Nova Scotia as a result of departmental participation at the Blendin Conference.

Priority - Continue implementing the action plan for the Province's mineral policy to ensure that the department's programs are focused on supporting and encouraging economic development related to the use of our geological resources.

Accomplishments - A number of programs contributed to the mineral policy's action plan. The department continued an active program of geoscientific mapping and investigation. Continued development of our geographic information systems provided us with the means to quickly and efficiently analyse our data and provide it to stakeholders and clients in a timely and efficient fashion. We promoted the province's mineral potential at trade shows, scientific meetings, and public events, and hosted a successful conference in the fall on Nova Scotia's mineral industry. The department was very active in communicating the mineral potential of the province and the importance of the mineral industry to communities and stakeholders. We continued to promote environmental protection through the one-window process, and through fostering close contacts with federal and provincial regulators.

Priority - Encourage and support appropriate private sector development of natural resources on and under Crown lands, while ensuring it is done in a responsible and environmentally sound manner that preserves the ecological integrity, recreational opportunities and sustainable resource use. This includes forest harvesting and silviculture, mining and mineral development, development of peatland and aggregate resources, general recreational activities, and the sale, trade or acquisition of Crown lands.

Accomplishments - Requests to utilize Crown land are all subject to an integrated resource management (IRM) review. Specific examples of departmental policies and management agreements developed include: a Peatland Exploration and Development Policy; a new policy for leasing of Crown land for agricultural purposes; and management agreements for the operation of several provincial parks (Cape Chignecto, Beaver Mountain, Wentworth). Work began to develop a policy for the establishment of wind power generation sites on Crown land. Ongoing monitoring of harvesting and silviculture activities were carried out to ensure that the work was carried out in a responsible and environmentally sound manner and information sessions were held with Sawmill License Agreement holders to explain Crown land forest management guidelines.

Priority - Work with officials from the Cape Breton Development Corporation (CBDC), potential private sector purchasers of CBDC assets, the federal government and other provincial departments to encourage the continuation of coal mining in Cape Breton, and to provide for satisfactory remediation of lands affected by coal mining within the boundary of the CBDC.

Accomplishments - Discussions were held with CBDC and Natural Resources Canada officials throughout the year to facilitate the surrender of the CBDC coal leases in Cape Breton (surrender refers to the return of the coal leases to the Province). DNR officials have been working with CBDC for some time to ensure that the surrender process is smooth and efficient. DNR has insisted that CBDC make 'clear and certain' commitments on their obligations prior to accepting the surrender application. In late January 2002, CBDC made application to surrender the Special Mining Lease 90-2 under authority of the *Mineral Resources Act*. CBDC is working on correcting deficiencies in their application.

DNR has conducted an inventory of sites and identified 79 sites that it believes are CBDC's responsibility for remediation. In addition, issues related to subsidence, mining and resource information, disposal of CBDC lands, water in mine workings, and ongoing reporting have been raised as part of the lease surrender process. CBDC and DNR are working together to address these issues so that a surrender document can be submitted and recommended to Governor-in-Council.

DNR has developed a plan for re-issuance of the coal rights in the Cape Breton coalfield once the Devco surrender process is complete. Officials have met with potential private sector developers who are interested in developing the resources and will implement the plan upon surrender of the leases.

Priority - Complete the Crown lands stumpage rate and the timber tenure system review and implement changes to stumpage rates and timber license's policies.

Accomplishments - The review was completed with the receipt and acceptance of the report "Review and Recommendation on the Valuation, Allocation and Sale of Crown Timber Resources in Nova Scotia" prepared by AGFOR Inc. during the winter/spring of 2001 and following a process of public consultation. The department has taken steps to implement the new rates by: implementing or revising existing Volume Utilization Agreement contracts, conducting negotiations with long term area license agreement holders, and creating a new Crown Land Silviculture Fund to receive and hold a portion of stumpage collections.

Priority - Provide assistance to resource industries through efforts to promote Nova Scotia resources, identify value added opportunities and provide technical support to small businesses, including woodlot owners, logging services, sawmills, trappers, junior exploration companies and prospectors.

Accomplishments - Department staff provided services to the wood products sector through visitation and providing specialized technical advice, responding to inquiries to seeking product, processing or marketing information, advising other government business assistance programs and reviewing project applications, and liaising with national wood product research institutes. Throughout the year, DNR worked closely with the Department of Economic Development, other Maritime provinces, the Maritime lumber industry and the federal government to defend our access to the US lumber market following the termination of the Canada-US Softwood Lumber Agreement. Efforts were partially successful, as significant gains were achieved when the US government amended its countervail duty investigation to exclude Maritime producers. Staff continued to work closely to appeal the US anti-dumping duty decision through NAFTA and WTO panel procedures and/or to achieve a national negotiated settlement with the US government.

Staff provided information related to wildlife resource management, the fur industry, and related issues to furharvesters through the annual Trappers Newsletter and other electronic and hard copy media. Staff directly facilitated the delivery of the furharvester education program and other training workshops. Staff participated in and provided support to national efforts toward the testing and certification of traps. These efforts will assure compliance of the industry with the commitments required of Canada under the Agreement on International Humane Trapping Standards. We actively represent Nova Scotia on the Trap Research and Development Committee of the Fur Institute of Canada. The Canadian National Trap Certification Protocol was completed and is now available for certifying traps in Nova Scotia and other provinces.

Department staff handled inquiries and information requests from exploration companies and prospectors interested in working in Nova Scotia. The department also operated a number of ongoing support programs, such as the Prospectors Assistance Program, which was funded by the 1997-2001 Canada - Nova Scotia Cooperation Agreement on Economic Diversification. This program provided financial assistance to enable 11 Nova Scotia prospectors to promote their mineral properties at the Annual Meeting of the Prospectors and Developers Association. Presence at the meeting permitted the prospectors to establish contact with potential investors. Subsequently, one of the prospectors signed an agreement with an investor who will spend $2 million over two years to investigate a deposit in Nova Scotia. Negotiations are continuing for other, similar joint venture agreements. In November, the department put on its annual "Mining Matters" conference, which highlighted geological information available from the department and provided technical presentations of interest to the exploration and mining community.

Priority - Enhance the computer system which supports the Department's registry of wood buyers by adding functionality to support new wood acquisition plan reporting requirements.

Accomplishments - The development of the enhancement to the Registry of Buyers computer database to support the wood acquisition plan reporting system was delayed due to revisions made to the Forest Sustainability Regulations during 2001. Cabinet approval for the changes was received in November 2001 and the process to build the enhanced database started immediately after approval was granted. The project plan for the enhanced database was completed in 2001-02, with a new objective to have the database in operation in 2002-03.

Priority - Enhance the computer system that supports the sampling of the permanent sample plots carried out by the forestry staff in the department's Renewable Resources Branch.

Accomplishments - The information collected from the permanent sample plot program, as well as historical data collected, is now situated in a newly designed database, accessible on-line. The database facilitates input, updating and data distribution for department staff and clients.

Priority - Work with the private sector to encourage the development of energy efficiency and alternative energy service providers as part of the Nova Scotia Climate Change Strategy implementation.

Accomplishments - Nova Scotia's energy strategy devotes considerable attention to the issues of energy efficiency and alternative energy. Actions in both areas that will result in decreased emissions of greenhouse gasses are detailed in the strategy, and its implementation. The strategy strongly supports increased use of renewable energy in the province and provides short term targets and mechanisms for bringing new sources of renewable energy on line. It also provides specific targets for decreases in emissions of pollutants such as nitrogen oxides, sulphur dioxide, mercury and particulate matter.

The energy strategy contains provisions that are specifically designed to encourage a private sector renewable energy industry, by providing targets for renewable energy and changes to the regulatory structure that will allow renewable energy producers to sell directly to customers. Details of this initiative will be developed by the Electricity Marketing Governance Committee, also mandated by the energy strategy, which started its work near the end of March.

Private sector, energy efficiency companies are to be encouraged through the use of energy service contractors (ESCO's) in the government house-in-order program. Under this program, contractors will retrofit energy systems in government buildings, with the costs being paid out of energy savings. The department also continued to develop and distribute educational materials that explain ways to increase energy efficiency throughout society.

Priority - Work cooperatively with community based groups to upgrade facilities in provincial parks to support tourism and community economic development.

Accomplishments - Existing partnerships were maintained and inquiries to develop future partnerships were reviewed but not finalized. Existing partnerships have produced positive results:

- Partnering with CREDA (Cumberland Regional Economic Development Authority) at Cape Chignecto for park management has resulted in expansion of the trail system and back country camping opportunities;

- Working with a community association at Crystal Crescent Beach to finalize a park management plan and assisting the association to complete trail development and develop an interpretive site;

- Partnering with the local municipality Thomas H. Raddall to fund continued park development, which includes additional camping sites; and

- Working with the Friends of McNabs to conduct a user survey that will help in future management of the park property.

Priority - Provide land and expertise to support the development of Nova Scotia as a premier coastal and hiking trail destination.

Accomplishments - The department worked with community based trail organizations and the Sport & Recreation Commission to promote the development of recreational trails, particularly on abandoned rail corridors. Trail development and beach protection expertise was provided to assist groups interested in potential development opportunities. Ongoing

trail development within provincial parks and along the abandoned rail corridor have continued and, in some instances, coastal access has been provided. Approximately 200 kilometres of trails are available for public use. Discussions are ongoing to develop areas such as Long Lake and Second Lake, Halifax County and West Mabou Beach, Inverness County and support was provided to community groups in Canso and Isle Madame for coastal hiking trail development. Seven Letters of Authority were issued to allow for trail development.

Priority - Review the *Trails Act* and recommend changes to facilitate trail development by community based trail organizations.

Accomplishments - Work to develop a new *Trails Act* began, which is targeted for introduction in the legislature in the fall of 2002.

Priority - Monitor and regulate harvested wildlife populations to ensure conservation and sustainable use while providing an optimum level of opportunity for Nova Scotians and visitors.

Accomplishments - Wildlife populations were monitored for a broad range of species, with emphasis on harvested animals. This was done by means of harvest statistics for most harvested species; population surveys for deer, moose, woodcock, pheasants, beaver, eagles, piping plover and peregrine falcon; biological collections for deer, moose, bear, otter and fisher; and scientific studies on waterfowl, lynx, marten, fisher, moose and others.

A DNR regulation committee recommended *Wildlife Act* regulation changes based on biological information and feedback/requests from enforcement staff and user groups (mainly the Nova Scotia Federation of Anglers and Hunters). Changes were made effective by Cabinet on June 22, 2001 and were communicated to the public in a news release and the 2001 Hunting Summary booklet, which is part of all hunting licenses. Major changes included revisions to moose and snowshoe hare season dates, restrictions on standard leg hold trap use, and dropping the need for a provincial small game license on Waterfowler Heritage Day.

Priority - Proceed with the design and implementation of a Code of Forest Practices to address the forest management issues and provincial goals that relate to the long term vitality and productivity of our provincial forests.

Accomplishments - Progress was made in 2001-02 in the drafting of the principles document of the Code of Forest Practice in a co-operative effort with the Forest Technical Advisory Committee. Final draft revisions were completed in preparation for department approval for an external review process of the final draft. Preliminary work has started on the development of the code guidebooks, with the exception of the Wildlife Habitat guidebook which is near completion (90%).

Priority - Implement phase 2 of the Forest Sustainability Regulations, which came into force in April 2000. In 2001, these regulations will cover registered buyers who acquire more than

5,000 m^3 (approximately 2,270 cords or 885 Mfbm) from private and/or industrial lands in Nova Scotia.

Accomplishments - The second year of compliance with the Forest Sustainability Regulations was successfully implemented at a 70 per cent requirement in 2001-02. Compliance with the requirements of the Regulations by registered buyers for 2001 was almost 100%, with virtually all buyers opting to undertake their own silviculture programs to meet their obligations. Completed silviculture work submitted in their annual reports exceeded requirements for all categories (industrial, private, softwood, hardwood) by 35 per cent. A total of 13.462 million silviculture credits were claimed in 2001.

Revisions to the initial regulations were also completed and passed by Cabinet in 2001. Administrative and technical changes were made to improve the reporting processes and increase the flexibility of silviculture treatment specifications for buyers.

Priority - Continue to provide technical advice to the Christmas tree industry with two dedicated Christmas tree specialists, aided by regional support technicians.

Accomplishments - Considerable support was provided to the province's Christmas tree industry during 2001-02. Activities included the provision of advice to growers, administration of the Nova Scotia Christmas Tree Grading Regulations, tree shearing demonstrations, and assistance to growers' associations for organizing field days and demonstrations. Worker safety during hunting season was promoted, a field tour of a Christmas tree lot for tourism industry representatives to showcase the sustainable management practices of the industry was held, and a revised Christmas Tree Growers Manual was released through the Christmas Tree Council of NS. The department also continued a long standing tradition of coordinating the selection, felling and shipment of a 45-50' Christmas tree for the City of Boston as a gift from the Province of Nova Scotia.

Priority - Provide for the management of any funds collected in the Sustainable Forests Fund and provide a mechanism for utilizing such funds to finance increased silviculture.

Accomplishments - Limited dollars were received for the Sustainable Forestry Fund, as most registered buyers chose to carry out their own program obligations. The department did undertake a successful pilot project with the Association for Sustainable Forestry to demonstrate an independent means for woodlot owners and buyers to jointly benefit from the Fund.

Priority - Provide technical and program advice to private woodlot owners through departmental extension programs.

Accomplishments - Many activities and services were directed toward private woodlot owners during 2001-02 in order to raise their awareness of sustainable forestry practices. These included support for the organization and delivery of the Nova Scotia Forestry Association's annual Envirothon competition; hosting a field tour of a private woodlot for tourism industry representatives to raise their awareness of the sustainable forest management practices of the industry; putting on four woodlot management courses; production of a new home study course module on Woodlot Finances: Estate Planning and

Tax Planning and the updating of an existing module on Stand Spacing; coordination of the annual Woodlot Owner of the Year Award program, which recognizes private woodlot owners for sustainable forest management practices; promotion of the availability of woodlot management home study course modules at conferences and meetings; providing support for organizations such as the Nova Forest Alliance through participation on their Working Woodlot Committee and Communications Committee; providing input into the Forest Engineering Research Institute of Canada programs and the distribution of their technical reports to woodlot owners; and raising awareness of the establishment of new forestry laws including the Forestry Sustainability Regulations and the Wildlife Habitat and Watercourses Protection Regulations through media promotions, the production and distribution of brochures, and field demonstrations.

Goal 4 - Improve the Quality of Life in Nova Scotia

Priority - Begin to implement a program to improve public safety by capping and/or filling abandoned mine openings on Crown land. Continue to provide information and advice on abandoned mines to private landowners.

Accomplishments - During 2001-02, the abandoned mines program began work in the Montague Road area, Halifax County. Montague was identified in the original risk assessment for this program as the top priority area in terms of existing hazards. A project team was assembled, detailed costing of various options for remediating abandoned mine openings in the area was undertaken, and consultation with environmental and engineering professionals was initiated.

Detailed review of existing openings and costing of various options for remediation showed that the best approach in terms of protecting public safety was a mixed program of filling some openings and fencing others. The most hazardous shaft in the area, the Skerry Main shaft, was excavated and covered with metal plates. Chain link fencing was installed around 18 of the openings as well as around the Skerry Main shaft. In addition, eight shafts were backfilled.

Priority - Amend the *Wildlife Act* to acknowledge heritage hunting and fishing, recognize the role of safety, clarify the definition of wildlife and make some other amendments to strengthen the legislation.

Accomplishments - *An Act to Recognize Heritage Angling, Hunting and Trapping and to amend Chapter 504 of the Revised Statutes, 1989, the Wildlife Act* passed third reading on November 22, 2001 and was proclaimed on January 18, 2002. Amendments to the *Wildlife Act* strengthened the original legislation, which was enacted in 1989, and will contribute to the province's ability to provide for the conservation and sustainable use of wildlife. The amendments provide for a clearer definition of what constitutes wildlife. They also ensure the Province has the legal ability to regulate how people keep wildlife in captivity, to provide for proper husbandry of the animals and to reduce the risk of escapes. The legislation fulfills a commitment made by government to enshrine heritage hunting and fishing in law. The statute of limitations has also been increased to two years (from six months) to provide additional time for laying charges in situations involving complex investigations.

Priority - Develop and implement, in conjunction with the federal government, cost-effective energy efficiency and alternative energy programs that help meet Canada's international commitments to reduce greenhouse gases. Reductions in greenhouse gasses will also result in lower toxic emissions, provide cleaner air and enhance the quality of life for Nova Scotians.

Accomplishments - Natural Resources supported the Department of Transportation and Public Works' request for eligibility of seven design/build schools for up to $60,000 in federal government support per school for energy efficiency measures. DNR also cost-shared, with the federal government, the R-2000 Home Program, the Home Tune-up Program and the Transportation Halifax Project aimed at increasing energy efficiency in the residential and transportation sectors, and two Neighbourhood Woodstove Changeout Projects aimed at increasing the efficiency of residential wood use.

Priority - Maintain and operate provincial parks to a high standard and continue to support park and recreation programming and high quality customer service.

Accomplishments - Evaluations of the electrical service in many parks were completed and appropriate actions to upgrade the system were initiated. DNR established a water monitoring policy that outlined procedures for water testing, and remediation if required. In certain cases, new wells have been established. Specific accomplishments included:

- installing a comfort station at Caribou-Monroe's Island Park to provide flush toilets and showers for the camping public;
- maintaining the computer reservation and registration system in all camping parks;
- developing a standard training program for parks staff that includes a component on customer service and which will be introduced for the 2002 season;
- responding in a timely manner to inquiries or complaints regarding provincial parks;
- managing a website based inquiry system; and
- improved roadside park signage in many areas.

The department also continued to operate its successful Parks are for People program, and provided opportunities for community and recreation organizations to conduct special events within provincial parks. The Campground Hosts program provided opportunities for volunteers to reside in provincial camping parks to enhance visitor services.

Priority - Provide a high quality recreational and educational program at the Shubenacadie Wildlife Park with a focus on educational opportunities.

Accomplishments - The education programs delivered at the park were revised last year to reflect expressed interests by the teaching community, with an increased emphasis on species at risk and habitat. One additional staff member was hired to reflect the increase in attendance and interest in these programs and also to commence the development of a new outreach program, which will start in the 2002-03 school year.

Replacement of animal exhibits is approximately 80 per cent complete and will give the visiting public the opportunity to view indigenous wildlife in relatively natural environments. The replacement of exotic species with those that are indigenous to North America is approximately 50 per cent complete and will put more emphasis on those species

found in Nova Scotia. Planning proceeded on the species at risk exhibit at the park with the various partners and it is anticipated that actual work will commence in late 2002.

Priority - Ensure that emergency and operational communications requirements are met by working closely with the IWAN group to complete a seamless transition from the existing provincial radio system to the new Trunked Mobile Radio System.

Accomplishments - The seamless transition from the NSIMRS to the new Trunked Mobile Radio System was substantially completed. There are still a small number of users on the old system which will eventually transfer over to the TMRS. They are the Volunteer Fire Departments and the Ground Search and Rescue people. A new radio communications room was built at the department's Shubenacadie location in 2001-02. Construction started in December 2001 and was completed in March 2002.

Priority - Support the Sustainable Communities Initiative (SCI) by working with all levels of government and communities toward more holistic decision-making that meets immediate and mid-term needs without jeopardizing the future overall health and sustainability of the community. This includes assigning staff to participate on both SCI field teams and the coordinating committee.

Accomplishments - The Sustainable Communities Initiative (SCI) is a broad-based initiative between federal, provincial, municipal and First Nations governments to work collaboratively to support long term community sustainability. The SCI currently operates in two areas - the Bras d'Or Lake watershed and the Annapolis River watershed and adjacent Fundy shore. In 2001-02, the SCI developed a core concept and business plan, continued to strengthen working relationships between partners and to build support for the initiative at senior levels. The SCI also conducted an evaluation of the collaborative process to date and took the first steps toward the full involvement and participation of the partner communities in that process. Most provincial government departments participated in the SCI. DNR field staff from the Lawrencetown and Coxheath offices participated on the SCI projects for their local areas and provided significant staff time.

Goal 5 - Manage the Department's Financial, Physical, Human, and Information Resources Effectively and Efficiently

The department will focus on core functions and continue to improve the efficiency of its internal operations, and investigate and adopt new ways of doing business in order to provide taxpayers with good value for their money. The department will:

Priority - Focus efforts on establishing forest management standards, providing information and monitoring compliance, recognizing that industry can make its own decisions about the means to reach those standards. The department will maintain direct investment funding to the forest industry, and ensure it is used to increase the level of forest management and silviculture activities by the private sector.

Accomplishments - Revisions to the technical standards for silviculture in the Forest Sustainability Regulations were completed and approved by Cabinet in 2001 for implementation in 2002. The first compliance monitoring of silviculture activities under the

Regulations was completed in 2001. Funding for silviculture on small private woodlots was maintained at $3,000,000 for 2001. This funding was distributed to over 30 private sector clients (registered buyers) through Forest Sustainability Agreements. These are cost sharing agreements that use provincial government funding to leverage private sector silviculture investment at a ratio of $2 for every $1 of government funding.

Priority - Identify and adopt opportunities where information technology can be used to reduce the cost of doing business or improve client service. This includes expanding the distribution of information by e-mail and on the Internet, and integrating information from various geographic information system databases within the department.

Accomplishments - There are many cases where information technology has been used to reduce costs or improve client service. Some examples are listed below:

- the registration and reservation system for provincial camping parks and the utilization of the Internet to receive and respond to inquiries.
- the integration of Crown Lands Record Center information into the department's Geographic Information System (GIS).
- the use of the Internet and World Wide Web as the principal methods for the dissemination of geoscience data and information including the implementation of Internet Map Services. This enabled knowledgeable clients to analyse and manipulate different geoscience databases to produce custom, individualized reports and maps, which eliminated the need for staff to do this work.
- the department linked with the Applied Geomatics Research Group (at the NS Community College - Annapolis Valley Campus) and the Canadian Space Agency to investigate the use of satellite-based remote sensing technology as a cost-effective means to regularly update the provincial wetland inventory.
- access to the Significant Species and Habitats Database is now available through the department's website.
- several extension modules were made available on the Internet in French.
- the Atlantic provinces hunter education online website www.atlantichuntered.ca was launched in April 2001 to provide new hunters with another option to complete the Nova Scotia Hunter Education course.
- Woodlot Management Homestudy Modules were posted to the Internet throughout the year to provide another option for program subscribers to obtain this material.

Priority - Improve productivity and reduce the cost of operating the tree nursery.

Accomplishments - The department developed a marketing plan to increase revenue potential in accordance with a business/economic plan for the facility.

Priority - Identify and implement opportunities for efficiencies and improved service delivery through partnerships with, or purchases from, other departments or the private sector.

Accomplishments - In conjunction with the Department of Transportation and Public Works (TPW) and other departments, DNR implemented a corporate-based water monitoring program that provided consistent testing procedures. Accessed expertise from TPW to evaluate water and electrical systems within the provincial parks and implemented appropriate action with the support of TPW. Participated in ongoing discussions with other stakeholders to develop and implement specific action items to support the camping industry.

During 2001-02, DNR continued a highly successful partnership with the Clean Nova Scotia Foundation to operate a public information hub for climate change as part of the ongoing implementation of the climate change strategy.

The department, through the EHJV, partnered with the Nova Scotia Nature Trust to undertake a landowner contact and Shorebird Stewardship Conservation Project for Nova Scotia in order to implement parts of the NS-NB Bay of Fundy Shorebird Project. Our wetlands stewardship program is forging a partnership with the Valley Watershed Stewardship Association and the Friends of the Cornwallis River to more effectively deliver projects to conserve wildlife habitats and improve water quality in Kings County.

Priority - Continue to develop and implement a comprehensive Occupational Health and Safety program to ensure workplaces meet or exceed regulatory requirements and provide a healthy and safe working environment for staff.

Accomplishments - The department continued its development of an effective Occupational Health and Safety (OHS) program. The department's OHS program has been impacted greatly by new legislation. Staff reviewed the legislation and developed a plan to ensure new safety obligations, such as the requirement for "designated competency", were implemented. Six new health and safety training programs were developed and are being offered to staff. In response to safety concerns regarding the contracting of work, a contractor safety policy was developed and is awaiting approval and implementation. A policy to cover monitoring of drinking water was developed and implemented throughout the department. A procedure was put in place to ensure the dissemination of OHS information throughout the department. A variety of other issues, such as dealing with emergency vehicles, have also been addressed.

Priority - Implement any staffing related changes in accordance with contractual agreements, taking into consideration the principles of fairness and equity towards staff. Staff training requirements will be identified and training provided where staff can be reassigned.

Accomplishments - A reduction in the department's enforcement complement was achieved with no loss of jobs, by assigning some staff to enforcement duties 100 per cent of their time. Consultation with the NS Government Employees Union, Public Service Commission and affected employees was ongoing throughout the process. The process was cost effective.

Priority - Continue to facilitate efficient and effective reviews of mineral development projects through a coordinated one-window process, including the provision of scientific, technical and policy advice to other departments that are partners in the Memorandum of Understanding (MOU). The MOU will be revised to reflect amendments to the *Mineral Resources Act* so that changes in relationships between partners and shifts in responsibilities are fully recognized and implemented.

Accomplishments - The one-window process for mine development approvals continued to facilitate an informed, timely and consistent review of new and existing mining projects in the province throughout 2001-02. The One Window Standing Committee held 11 meetings during the year to discuss activities in the mining industry. The committee also met with mining and mineral development companies five times to discuss new development proposals. These meetings included participation by representatives of Natural Resources, Environment and Labour, Economic Development, Tourism and Culture, Environment Canada, the Canadian Environmental Assessment Agency, Fisheries and Oceans Canada and the Cape Breton Growth Fund. Committee representatives also gave a presentation on the Shubenacadie River titanium project at the request of the Central Nova Tourist Association. A presentation was also given to the standing committee by a representative of the Canadian Environmental Assessment Agency to facilitate professional development. The committee also reviewed two environmental assessment registrations, and applications for three approvals or permits, and made one site visit.

Priority - Implement measures to facilitate more efficient and cost-effective park operations through adjustments to the existing fee structure, implementation of new fees, and the provision of additional revenue-positive facilities and services. Improve market readiness and enhanced marketing and promotion in consultation with the Department of Tourism and Culture.

Accomplishments - Introduced a fee increase of $4 per camping site in the 2001 season to reflect higher operating and maintenance costs within the parks. Additional revenue opportunities were implemented, including ice sales, soft drink machines and posters, with mixed results. A Market Readiness Committee, with representatives from DNR and the Department of Tourism and Culture, identified and implemented recommendations to share photographic resources, evaluate the existing reservation procedures, review the application of Campground Select in provincial camping parks and continue to explore cross jurisdictional opportunities. Through our participation in the Campground Industry Task Force, the department supported the development of an industry-based market strategy. An inventory of existing marketing efforts was initiated in 2001-02, with a review and action plan to be developed in 2002.

Human Resources Priorities

Human resource services were provided in the areas of recruitment, compensation, labour relations, training and development, occupational health and safety, and payroll and benefits administration. Within the area of human resources, the main priorities for 2001-02, and the accomplishments for those priorities, included the following:

Priority - Provide corporate consultative advice and assistance to the department with regard to its strategic initiatives, restructuring and re-building efforts, organizational design and labour relations issues.

Accomplishments - Sound advice was routinely and correctly provided on a daily basis involving the collective agreement, past practices and extensive policy and procedures. A number of departmental initiatives were supported by the HR Division over this period. For example, assistance was provided in the planning and facilitation of the IRM Long Range Management Framework decision-making process; the Fire Protection Program Review (to identify priorities and set standards), and strategic planning for Parks and Recreation. The most significant labour relation issue was the policy grievance and classification appeal brought forth by the department's Forestry Technicians, which was the largest in the history of the provincial government.

Priority - Provide guidance and support to departmental managers in human resource planning, enhancing DNR's ability to meet goals and future challenges. Continue to support the Corporate Integrated Management Development initiative by coordinating the Succession Planning (primarily of the graduating MPMA students) and Performance Management processes within the department. This includes providing ongoing consultative support to managers, as well as analytical and planning support to the department throughout the process. Career planning will be provided in conjunction with the initiative.

Accomplishments - The Resources CSU played an integral role in the corporate "revitalization" of performance management, an initiative identified by the HR Community as the number one HR strategic priority government-wide. Provided advice on behalf of the HR Forum on the Performance Management Advisory Committee and coordinated the project government-wide.

Succession management was delayed to 2002-03 due to the time and resources allocated to the performance management initiative. Extensive advice and assistance was provided in the realignment of the Enforcement Division to meet the human resource planning objectives within the Regional Services Branch.

Priority - Continue to provide quality, cost-effective training and development opportunities and human resources programs customized to meet identified needs within the department. Continue the provision of efficient personnel, payroll and benefit administration services for all employees. Provide disability case management consultative and support services leading to improved morale and productivity.

Accomplishments - Training and development opportunities were provided to meet the needs identified by performance appraisals and client requests through coordination of requested training, design and delivery of non-technical training courses, facilitation of special projects and one-on-one consultations. The parks' training initiative required the development of a proposal and subsequent development and delivery of a Train the Trainer program. Timely disability case management interventions reduced time lost due to employee illness/physical limitations. Ergonomic assessments and suggestions for cost-effective solutions to ergonomic problems further reduced involuntary absenteeism.

Priority - Provide advice and assistance regarding Occupational Health and Safety Program changes which ensure compliance with related legislation and the provision of a safe and healthy workplace. Assist Managers in their Occupational Health and Safety Audit preparation by leading audit readiness exercises and follow-up in the sections which have not yet been completed.

Accomplishments - Timely information, advice, and assistance has been provided. On-site inspections were conducted where requested, providing feedback on changes necessary to meet Department of Environment and Labour audits / inspections. Designed and delivered both Introduction to OHS and Employee Orientation Train the Trainer program, as well as the Safe Lifting Techniques training program as required by legislation. Designed Manager's Guide to OHS and Reference Handbook for Managers. Collaborated in the development of a Hazard Identification, Investigation and Inspection program.

Priority - Coordinate departmental activities in support of the Bargaining Unit Classification Review. Coordinate departmental activities in support of the classification review for Excluded positions.

Accomplishments - Support was provided to department staff for the preparation of information required for the Bargaining Unit Classification Review and coordination of the review process for the department was carried out. The initial stages of the review for Excluded positions is complete and the department is on schedule.

Information Technology Priorities

Information technology services were provided in the areas of IT business solutions and infrastructure support, and advice and assistance to the department (IT services were provided to several departments and many other groups in addition to DNR). Within the area of information technology, the main priorities for 2001-02 and the accomplishments for those priorities included the following:

Priority - Provide operational support for business systems, desktops and networks. This includes providing telephone support through the RCSU Help Desk, fixing system faults, providing enhancements, and monitoring network and server data backups.

Accomplishments - The IT Division provided support for business systems, desktops and networks. This included providing telephone support through the RCSU Help Desk, fixing system faults, providing enhancements, monitoring network and server backups. Staff activities included responding to about 15,000 requests for service from all RCSU clients; providing daily monitoring of more than 100 network servers to ensure business continuity and disaster recovery through maintenance of nightly backup and recovery processes; and providing support to custom business applications developed by the RCSU on behalf of the department.

Priority - Provide operational planning for IT systems. This covers the planning component for IT systems and includes hardware capacity planning, network connectivity planning, system component specification planning and implementation scheduling.

Accomplishments - The IT Division provided a planning component for IT systems. Specific activities included the specification, development and implementation of a CSU wide tender and standing offer for desktop systems; monitoring network traffic to determine and plan for increasing capacity requirements; performing regular upgrades to network and desktop software to ensure compatibility, stability, and reliability for desktop and network security; and the preparation and recommendation of a technology refresh strategy for the department.

Priority - Provide assistance with the ongoing prioritization of divisional IT initiatives, based on the priorities identified in the department's business plan. Provide IT resources to participate in those initiatives that have departmental approval and resources.

Accomplishments - Specific activities included providing project management or assisting in obtaining requisite external project management or developmental resources for approved initiatives; providing resources to conduct or facilitate business analysis for approved initiatives; and providing enhancements to custom business applications developed by the CSU on behalf of the department.

Priority - Continue to participate in the inter-CSU project to provide regionally-based IT support among departments whose regional offices share a common location.

Accomplishments - Specific activities included providing day-to-day administration and management to the regionally based, inter-CSU IT support team. This team is comprised of resources from the Corporate Services Units from Justice, Community Services, Service Nova Scotia and Municipal Relations, Transportation and Public Works, Health, and Natural Resources. Resolutions to about 6,000 service requests were provided province wide to virtually every government department and agency.

Financial Services Priorities

Financial services were provided in the areas of payment of accounts, management of revenues and accounts receivable, provision of financial data and analysis, and budget/forecast coordination. Within the area of financial management, the main priorities for 2001-02 and the accomplishments for those priorities included the following:

Priority - Implement and deliver the Provincial Tangible Capital Assets (TCA) program. This program will modify the manner in which government accounts for tangible capital assets and will provide meaningful costing information.

Accomplishments - The Resources Corporate Services Unit, under direction from Treasury and Policy Board, implemented the Provincial Tangible Capital Assets program in which all tangible capital assets over a certain threshold amount are assigned a value based on original cost, the age and expected useful life of the asset, and any residual or salvage value expected. This value is recorded on the balance sheet, thus more fully disclosing the amount of assets requiring long term maintenance, providing a measure of debt accumulated for long term benefit compared to operational or program requirements, as well as a better picture of the future benefit available to provide future net cash and to provide goods and services.

Priority - Review existing financial policies and procedures to ensure that process improvements are made adding value and reducing bureaucratic red tape.

Accomplishments - Existing financial policies and procedures are currently under review in an attempt to improve the process, adding value and reducing bureaucratic red tape. An example is the procurement processing of information technology goods and services.

Priority - Ensure that the Corporate Financial Management System is used in an efficient and effective manner. This includes improving the reporting capability and financial information available to civil servants.

Accomplishments - Currently the Corporate Financial Management System is available as a read only system on authorized civil servants personal computers. The Resources CSU has begun the process of delivering financial information electronically. Regional Services, the largest branch in the department, was the main user. Other groups are gradually being provided access. This has allowed groups to be able to access and analyze their budget information in real time, and therefore make more timely decisions on matters affecting their budget authorities.

Priority - Prepare and monitor estimates and forecasts for the department. Assist the department to meet fiscal targets by providing sound financial reporting advice and assistance.

Accomplishments - Continuing support was provided to the department in a timely and efficient manner to assist in the preparation and monitoring of estimates and forecasts for the department, therefore enabling the department to meet its fiscal targets.

5. Financial Results

The department's 2001-02 net program expenditures estimate (after chargeables, fees and recoveries) was $53.95 million. Actual expenditures for the same period were $53.91 million. Actual expenditures were therefore nearly identical to estimated expenditures.

Actual expenditures approximated estimated expenditures during the year due to an increase in some areas of departmental responsibility, which were offset by decreases in others including the following:

- a substantial increase in Forest Protection costs due to an extremely active fire season (Renewable Resources).
- tree seedling sales were less than anticipated resulting in less revenue (Renewable Resources).
- a reduction in forest improvement programs in order to assist in meeting the department's annual budgeting pressures (Regional Services).

- reduced expenditures in district offices in order to assist in meeting the department's annual budgeting pressures (Regional Services).
- increased revenue from park admission fees (Regional Services).
- a reduction in expenditure from the Resource Enhancement Fund due to cost shared private sector partnership requirements to meet 70 per cent of commitments of the Forest Sustainability Regulations (Resource Enhancement Fund).

Department of Natural Resources Financial Results - 2001-02				
Program and Services	2001-02 Authority ($'000)	2001-02 Forecast ($'000)	2001-02 Actual ($'000)	Actual / Authority Variance ($'000)
Senior Management	477.0	436.0	415.5	(61.5)
Corporate Services Unit	4,794.0	4,916.0	4,828.1	34.1
Renewable Resources	7,985.0	9,707.0	9,484.8	1,499.8
Minerals and Energy	3,524.0	3,781.0	3,834.3	310.3
Regional Services	28,329.0	27,781.0	27,108.3	(1,220.7)
Planning Secretariat	3,475.0	3,782.0	3,489.3	14.3
Land Services	2,129.0	2,092.0	1,870.3	(258.7)
Resource Enhancement Fund	3,232.0	2,879.0	2,880.2	(351.8)
TOTAL	53,945.0	55,374.0	53,910.6	(34.4)

Budget figures are presented based on the department's organizational structure.

Components may not sum to the totals due to rounding.

In the Variance column, negative numbers are under expenditures and positive numbers are over expenditures.

6. Outcome Measures

The department has identified a number of outcome measures that can be used to help track our success in meeting our goals. Outcome measurement is an evolving process and over time we hope that we will be able to continually improve our performance measurement system. We anticipate we will periodically be replacing existing measures with better measures and that we will be refining and enhancing existing measures. Information

explaining each of our measures and the results achieved can be found at http://www.gov.ns.ca/natr/outcomes.

These measures reported correspond to the measures found in the department's 2002-03 business plan with one exception: the department's energy related responsibilities are being transferred to the new Department of Energy during 2002-03. As a result, no energy related measures were included in DNR's 2002-03 business plan. However, DNR did have energy related responsibilities during 2001-02 and our 2001-02 business plan identified several energy related outcome measures. Results for these measures are provided.

7. Supplemental Information

During 2001-02 the department had broad responsibilities for the development, management, conservation and protection of energy, forest, mineral, parks and wildlife resources, and the management of Crown lands. Nova Scotia's natural resources provide significant economic, social, cultural and environmental benefits for all Nova Scotians, especially to rural parts of the province. Our natural resources are one of the province's features that make it an attractive place to live, do business in, and visit. It is our responsibility to ensure that they are managed wisely and that Nova Scotians recognize their value and importance.

One major challenge the natural resources sector must deal with is the widely held, but inaccurate, perception that the sector is a dying part of the "old economy". Reports produced by other sectors frequently provide comparisons with resource-based industries to show how these other sectors are growing while resource-based industries are fading away. These comparisons are often misleading because only the production of resources is included. Numerous other activities, such as resource exploration, processing, manufacturing, transportation, construction, and resource industry supply, are often ignored.

Nova Scotia has a combination of a strong resource base and a good business climate. Resource-based industries have always contributed to the economy of this province, and will continue to do so in the future. Even though we may not be aware of it, most things in our daily lives are connected in one way or another to the use of natural resources. These resource-based industries are particularly valuable for their economic contributions and support for our rural communities.

Contrary to commonly held views, resource-based industries in Nova Scotia are modern, capital intensive industries. The resource sector utilizes new technologies that are on the cutting edge. These industries rely on sophisticated, automated, computerized machinery and equipment. The use of new technology leads to a more efficient use of resources, a better product, and an improvement in the industry's overall performance. As the further commercialization of technological advances occurs, other uses may also be identified for some of the province's traditional resources, which could lead to further employment opportunities and economic growth. In addition, many of these jobs offer high rates of pay and require specialized skills and training.

The following two tables show Statistics Canada's estimates of average weekly wages for all employees in various sectors for 2000 and 2001. The first table shows earnings from industries related to forestry and mining. For comparative purposes, the second table provides earnings data for some other industries. The industry classifications provided in the tables are based on the North American Industry Classification System (NAICS).

Table 1 - Estimates of Average Earnings (Including Overtime), All Employees (Industries Related to Forestry and Mining Production, Manufacturing and Distribution)			
NAICS	Industry	2000	2001
1133	Logging	$574.91	$603.19
212	Mining	$865.19	$856.53
2121	Coal Mining	$836.28	$858.73
3211	Sawmills and Wood Preservation	$594.04	$596.65
3221	Pulp, Paper & Paperboard Mills	$1,107.99	$1,075.12
3273	Cement & Concrete Products Manufacturing	$738.12	$763.88
3279	Other Non-metallic Mineral Product Manufacturing	$698.66	$715.53
4163	Lumber, Millwork & Other Building Supplies Wholesale-Distribution	$724.95	$753.52
4172	Industrial Machinery Equipment & Supplies Wholesale-Distribution	$808.41	$765.15
4182	Paper, Paper Products & Disposable Plastic Product Wholesale-Distribution	$982.21	$786.43
Source:	Annual Estimates of Employment, Earnings and Hours, 1991-2000, Statistics Canada and Table 281-0027 - Average weekly earnings (SEPH) from CANSIM.		

Table 2 - Estimates of Average Weekly Earnings (Including Overtime), All Employees (Professional, Educational, Health Care, Culture / Tourism Related, Public Administration)			
NAICS	Industry	2000	2001
54	Professional, Scientific & Technical Services	$721.81	$778.28
61	Educational Services	$606.49	$653.34
62	Health Care & Social Assistance	$525.72	$555.00
711	Performing Arts, Spectator Sports & Related Industries	$306.05	$321.51
712	Heritage Institutions	$375.46	$385.71
721	Accommodation Services	$283.81	$288.99
722	Food Services & Drinking Places	$223.05	$234.29
911	Federal Government Public Administration	$795.02	$792.90
912	Provincial & Territorial Public Administration	$641.65	$651.40
Source:	Annual Estimates of Employment, Earnings and Hours, 1991-2000, Statistics Canada and Table 281-0027 - Average weekly earnings (SEPH) from CANSIM.		

The following table shows the value of exports of mineral and forestry products in 2000 and 2001, the rate of growth from 2000 to 2001, and the share accounted for by each commodity group of total exports for 2001. These products accounted for over $2.5 billion in merchandise exports, approximately 45% of all provincial exports. (Note that these exports are shipments of goods to other countries. Services and shipments to other provinces are not included.)

Table 3 - Nova Scotia Merchandise Exports
(Dollars)

Commodities	2000	2001	%Chg. 00/01	2001 Share
Crude Wood Products	$21,470,571	$26,714,974	24.4%	0.5%
Non-Metallic Minerals, Mineral Fuels	$939,933,945	$1,409,672,144	50.0%	24.8%
Metallic Ores & Scrape	$380,088	$25,966	-93.2%	0.0%
Lumber	$241,662,566	$210,483,968	-12.9%	3.7%
Other Wood Fabricated Materials	$34,204,614	$35,502,737	3.8%	0.6%
Wood Pulp & Similar Pulp	$246,708,984	$224,822,989	-8.9%	4.0%
Paper & Paperboard	$540,112,068	$639,844,481	18.5%	11.3%
Non-Metallic Mineral Basic Products	$14,935,764	$18,624,874	24.7%	0.3%
Sub-Total - Forestry and Mineral Related Products	$2,039,408,600	$2,565,692,133	25.8%	45.2%
Sub-Total - All Other Products	$3,092,327,593	$3,115,916,581	0.8%	54.8%
Total - All Exports	$5,131,736,193	$5,681,608,714	10.8%	100.0%

Source: Statistics Canada Catalogue Number 65C0003, International Trade Information Requests. Obtained from the Nova Scotia Department of Finance.

Note: Shares of individual commodities may not sum to the sub-total figure due to rounding errors.